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Educational Writings

I. REVIEWS AND BOOK NOTES

BOOKS ON VOCATIONAL TRAINING AND GUIDANCE

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An interesting study in personnel administration.—*Employment Psychology*¹ by Henry C. Link has grown out of the practical experience of the author in attempting to meet some of the modern employment problems. It is an effort to lay down the guiding principles for scientific procedure in the application of psychology to personnel work. This is done through the detailed presentation of actual experimentation and practice in the administration of psychological tests in connection with a large industrial plant. It is especially gratifying at this time to find the author raising the discussion of psychological tests from the level of laboratory experimentation, or even conjecture, and placing it upon the level of results accomplished under practical working conditions.

The book is written in four parts covering in order "Psychological Tests," "Trade Tests and Other Applications of Employment Psychology," "Selection and Retention," and "Conclusions." The detailed discussions of psychological tests center around the selection and classification of inspectors, assemblers, clerks, stenographers, typists, comptometrists, machine operators, and tool-makers' apprentices. There is throughout the discussions an undercurrent of critical evaluation of current literature and practice. There is pointed criticism of the so-called scientific systems of selection by "observational methods" and a plea for something better than "cook book" or "home remedy" procedure in employment practice.

The author has brought together not only material that is of value to employers and personnel workers but also a fund of information and experience that is of especial interest to educators. It should be read by all students of vocational-guidance problems.

A discussion of modern labor and industrial problems.—There comes from the press of the McGraw-Hill Book Company a volume by Mr. John R. Commons entitled *Industrial Goodwill*.² This is a non-technical treatment of present-day

¹HENRY C. LINK, *Employment Psychology—The Application of Scientific Methods to the Selection, Training, and Grading of Employees*. New York: Macmillan Co., 1919. Pp. xii+440. \$2.50.

²JOHN R. COMMONS, *Industrial Goodwill*. New York: McGraw-Hill Book Co., 1919. Pp. 213.

industrial problems from a broad social and intensely human point of view. Professor Commons calls attention to the duties and opportunities of each of the three parties to industrial controversies—labor, management, and the public. He shows that "goodwill" is a matter of public as well as individual importance and that it is through mutual adjustment that lasting progress is to be made. He makes a plea for security of employment, stability of the labor market, adequate insurance, loyalty, better shop administration, and functional education. The author not only calls attention to desirable theoretical development but also points out many significant examples of progressive practice. The book should be read by school people generally and should serve as basic material for clear thinking about some of our most important industrial problems. It is of especial significance for those interested in industrial education and vocational guidance.

A compilation of recent literature on employment management.—There is probably no phase of modern industrial organization and administration of more significance to the educator than that which is concerned with personnel problems. It is this phase of industry which has to do directly with the articulation of the school and later vocational work. The work of the schools in training individuals and the work of the personnel department of large industrial and commercial enterprises become part and parcel of the same process. The author of *Employment Management*¹ has brought together a collection of selected readings covering the most significant phases of personnel work. While there is no attempt at critical evaluation in the text itself, the articles have been included on the basis of such an evaluation. The selections represent authors who are eminently qualified to write on their respective subjects. The list includes discussions covering the administration of the employment office, methods of selection, training and promotion, welfare, functional foremanship, etc. This manual should be of especial service to those interested in industrial education and vocational-guidance problems.

A text for training-courses in salesmanship.—The recognition of the need for specific vocational training of less than college grade has led to a demand for text and reference material for use in connection with such work. There has been especial need for printed material that would in large part afford a program of work for teachers not especially skilled in organizing these newer phases of school work. Helen Rich Norton's *A Textbook on Retail Selling*² not only outlines the objectives of training in the field of retail selling, but also suggests the problematic units of subject-matter necessary for the attainment of these ends. The author uses actual sales experiences to illustrate the principles of successful sales practice. The book is intended for use in training courses affording an opportunity for actual practice in connection with mercantile establishments. The experiences outlined are centered in part around the case method of treatment, and therefore call for approximate reproduction of sales conditions. The book has grown out of a number of years' experience in sales and training work

¹ DAVID BLOOMFIELD, *Employment Management*. New York: H. W. Wilson Co., 1919. Pp. xx+507. \$1.80.

² HELEN RICH NORTON, *A Textbook on Retail Selling*. New York: Ginn & Co., 1919. Pp. xi+283.